MasterCard and Major League Baseball: Metrics for Evaluating a Most “Memorable” Promotion

Steve McKelvey, Mark McDonald, and Robert Cramer

Bob Cramer, Vice President, Global Sponsorships and Event Marketing for MasterCard, sat at his desk working diligently on final preparations for the announcement of the “winning moment” in MasterCard/Major League Baseball (MLB) “Memorable Moments” promotion. This promotional campaign was not an isolated sponsorship effort. MasterCard had begun its sponsorship agreement with MLB in 1997, and had conducted an “All-Century Team” promotion in 1999. Learning from that promotion, MasterCard was now nearing completion of its “Memorable Moments” campaign. As he was reviewing the results of the consumer balloting effort, Bob heard a knock on his door. It was a member of senior management, who had stopped by to remind Bob about the need for a thorough evaluation of this promotion. Suddenly, Bob’s attention shifted to the key questions that remained: What metrics would he use to measure the various components of this promotion? And, would they provide a fair and accurate indication of the promotion’s success in the eyes of senior management?

MasterCard International

Since its inception in the late 1940s, when many U.S. banks began giving their customers specially-issued paper which could be used as cash at local stores, MasterCard International has grown into a global payments company with approximately 25,000 MasterCard, Cirrus and Maestro members. Credit cards date back to 1951 when The Franklin National Bank introduced the first credit card at its location in New York City. MasterCard International’s precursor was the Interbank Card Association (ICA), which was formed in 1966 from a group of one of the many franchises that had begun an operating structure where a single bank in each major city would issue cards to be accepted as payment at specially chosen merchants. ICA, unlike other organizations such as BankAmericard (now Visa), was not dominated by a single bank. ICA instead elected member committees who were responsible for its governance. These committees ran the association and established rules for authorization, clearing, and settlement. In addition, they also handled all marketing, security, and legal aspects (http://www.mastercardintl.com).

ICA quickly expanded into global markets, and in 1968 formed associations with Banco Nacional (Mexico), Eurocard (Europe), and with its first Japanese members. These associations were supported with later relationships with The Bank of Montreal (1969) and The Bank of South Africa (1975), as well as the addition of its first Australian member in 1979. The organization continued its global expansion into Asia and Latin America. The MasterCard card became the first payment card issued in the People’s Republic of China in 1987, and the first issued in the Soviet Union in 1988.

Today, its 2,300 principal worldwide financial institution members and approximately 23,000 affiliate members own MasterCard International. It serves consumers and businesses in over 210 countries and territories through its full range of payment programs and services. These include: MasterCard® credit cards, MasterCard® debit cards, Maestro® online debit cards, Cirrus® ATM cash access, and related programs. It provides the transaction network and collects fees from its members and is now accepted at millions of locations around the globe. MasterCard owns 51% of Mondex International and promotes the Mondex chip-based smart cards. MasterCard acquired Europay International in 2002, and renamed it MasterCard Europay International. MasterCard Europay International is a wholly owned subsidiary through which most of its European business is now conducted. MasterCard has over 37 offices worldwide and has its headquarters in Purchase, New York (http://www.hoovers.com).

The global payments industry is very competitive. MasterCard International competes intensely with Visa, among others, for the loyalty of consumers. Most financial institutions have traditionally issued both MasterCard- and Visa-branded payment cards (a

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structure known as “duality”), although increasing consolidation within the banking industry, particularly within the United States, has led to more instances of credit card issuance on a “non-dual” basis (meaning that financial institutions may issue either Visa or MasterCard, but not both). In the case of “non-dual” financial institutions, MasterCard is competing with Visa for the entirety of a member bank’s business. MasterCard is experiencing additional pressure, as significant ongoing consolidation within the banking industry can result in a shift in MasterCard’s card portfolio, as a financial institution with a substantial MasterCard or Visa portfolio may be acquired by an institution that has a strong relationship with the competing brand.

MasterCard believes that the following are all key factors that affect its position in the global payments industry.

• Relationships with their customer, acceptance base, reputation and brand;
• Recognition of their payment cards;
• Number of issued cards and the extent of consumer and business spending with the cards;
• The success and scope of marketing and promotional campaigns.

In order to maintain institutional acceptance of its cards, MasterCard is focusing on the following three core initiatives:

• Increase the number of payment channels where MasterCard cards are accepted;
• Increase the number of different kinds of merchants that accept MasterCard cards;
• Increase usage of MasterCard cards at selected merchants by sponsoring a range of promotional programs from time to time (2002, MasterCard SEC Filing).

In recent years, MasterCard has allocated many resources to marketing activities to strengthen its brand as a means to enhance card acceptance and drive card usage. The utilization of umbrella advertising, promotional and sponsorship initiatives have worked to get cardholders to associate the MasterCard brand with “The Best Way to Pay for Everything that Matters®.” MasterCard believes that an integrated package of advertising, sponsorships, promotions, interactive media, and public relations is the best means to increase brand awareness and drive activation, usage, and retention of MasterCard cards.

MasterCard introduced its award-winning “Priceless®” advertising campaign in 1997, in an attempt to build brand visibility, usage, and loyalty among all its global cardholders. The “Priceless” campaign provides MasterCard with a consistent, recognizable message that not only supports its brand position, but also promotes MasterCard’s universal acceptance and usage benefits (2002, SEC Filing).

MasterCard Sport Sponsorship

MasterCard has a long history of sponsorships and currently sponsors a mix of sporting and entertainment properties that support MasterCard’s brand positioning and the “Priceless” campaign. MasterCard uses a number of criteria to select sponsorship properties. These criteria include: extent of product/service category exclusivity afforded by the sponsorship; opportunity for increased awareness and reinforcement of its brand image; business building opportunities; global reach; brand synergies; target audience similarity; and media impressions. In further evaluating a particular sport property for sponsorship, MasterCard underscores the need to integrate the sponsorship into MasterCard’s overall brand marketing strategy; the need to align the sport property with MasterCard’s target audience; the extent to which the property’s assets can be used to drive MasterCard business; and the extent to which MasterCard’s execution in support of the sponsorship can be used to drive business.

Unlike most other companies that traditionally promote their sponsorship association through use of designations such as “Official Sponsor of the (sport property),” MasterCard has embraced a unique sponsorship communications strategy in positioning itself as a “devoted fan” of the particular sport property with which it has an official affiliation (i.e., “MasterCard – Devoted Fan of Major League Baseball”). This strategy, which is now employed with all of its sport sponsorships, enables MasterCard to position itself in alignment with devoted fans for the particular sport. As a result, MasterCard is positioned as partners in consumers’ affinity, versus touting itself as an official sponsor, which MasterCard believes does not resonate as well with consumers.

The following is a list of all current sport sponsorships in which MasterCard is designated the exclusive payment brand:

**Soccer**

• FIFA World Cup
• FIFA Women’s World Cup
• CONMEBOL Copa America
• European Championship and UEFA Champions League in Europe
• Champion’s World Tour

**Golf**

• PGA Tour
• Champions Tour (previously the Senior PGA Tour)
Baseball
- Major League Baseball (MLB)
- MLB All-Star Game and the World Series
- MLB.com
- Team sponsorships, including: Arizona Diamondbacks, Atlanta Braves, Baltimore Orioles, Boston Red Sox, Cincinnati Reds, Chicago Cubs, Houston Astros, Los Angeles Dodgers, Milwaukee Brewers, New York Mets, Philadelphia Phillies, St. Louis Cardinals, and Seattle Mariners

Football
- MasterCard Alamo Bowl

Hockey
- National Hockey League (NHL)
- NHL Players Association
- Canadian Hockey League

MasterCard’s Sponsorship of MLB

MasterCard began its current sponsorship agreement with MLB in 1997. Since then, MasterCard has completed two very successful integrated baseball promotions, and based on the marketing success in leveraging the property, has renewed its MLB contract through the completion of the 2005 season.

MasterCard receives many benefits from its sponsorship of MLB. In addition to the designation of “exclusive payment brand” sponsor of MLB, the All-Star Game and the World Series, MasterCard gains recognition through the MLB website, in-stadium signage, and is able to run numerous promotions surrounding the sport’s various events. In 1999, MasterCard, working in conjunction with MLB, implemented its “All-Century Team” promotion, a national fan-ballotting program that gained success through its integrated use of media, advertising, Internet, and public relations (King, 1999). Building on the success of that promotion, MasterCard decided to leverage its MLB sponsorship again in 2002 with its “Memorable Moments” campaign.

MasterCard Presents Major League Baseball “Memorable Moments”

The concept of the Memorable Moments campaign stemmed from the success of the 1999 “All-Century Team” promotion. After experiencing such positive results, MasterCard executives realized that an even more integrated and better-executed MLB program could reap substantial rewards.

“MasterCard challenged MLB’s sponsorship division to develop a national promotion that would resonate with fans while meeting MasterCard’s business objectives and staying true to the MasterCard brand. The resulting “Memorable Moments” promotion provided, through its universal appeal across every generation, a unique opportunity to reach both the most fervent and the most casual of baseball fans.

MasterCard relies on the continued expansion of merchant acceptance of their brands of cards. Considering that it does not issue cards, set cardholder fees, or determine interest rates for cardholders, MasterCard therefore needs to develop promotions that appeal to its merchants (those retail locations that accept MasterCard), as well as its member banks, in order to increase brand preference among cardholders. Improving both member bank and merchant relationships and enhancing the benefits that they receive enables MasterCard to improve its bottom line.

When thinking about the 2002 summer promotional program, MasterCard decided that it wanted a program that met its overall objective: to drive brand preference and awareness to ultimately increase MasterCard usage.

MasterCard sought to create a promotion that was fully integrated and that coordinated all spokes within their Program Integration Wheel (see Figure 1). In evaluating its portfolio of properties, MasterCard decided a program that leveraged its relationship with MLB would align well with its goals and would appeal to its targeted consumers. Building upon the framework established with the “All-Century Team” promotion, planners at MasterCard and MLB developed what MLB officials stated was the “most significant marketing campaign ever initiated by the MLB and one of its business partners” (MLB does prep work, 2002).

Remaining consistent with the Program Integration Framework, MasterCard designed the “Memorable Moments” promotion in such a way as to optimize all marketing communications outlets. The campaign centered around 30 “moments” deemed to have been base-
ball’s most memorable. The program was launched at the 2002 All-Star Game held in Milwaukee, Wisconsin, on July 9 (See Appendix A for the complete program time line). The consumer balloting process continued until early October and the results—the top 10 “memorable moments” as voted by the fans—were unveiled during an on-field ceremony televised prior to Game Four of the 2002 World Series. MasterCard also conducted a related promotional sweepstakes during the balloting period: each time a consumer used his or her MasterCard during the promotion period, he or she was entered into a sweepstakes offering the Grand Prize winner an all-expenses-paid trip with nine guests to Game Four of the World Series for the unveiling of the “Memorable Moments.”

In order to get all their employees excited, MasterCard held employee parties that allowed employees a sneak-peak at the “Memorable Moments” program. Baseball great Mookie Wilson appeared at the party in Purchase, NY, allowing employees to get autographs and take pictures with the 1986 World Series trophy that was on-hand. In addition, employees had the opportunity to enter an employees-only sweepstakes for a chance to win a variety of prizes, including the grand prize of a trip for two to Game Four of the 2002 World Series for the “Memorable Moments” unveiling.

On All-Star Game Day, MasterCard launched the “Memorable Moments” program in a nationally televised on-field ceremony held prior to the game. MasterCard received on-air logo graphics on FOX-TV during the entire ceremony, on-air voiceover mentions, on-field logo exposure, and in-stadium PA announcements.

The culmination of the three-month program was held on October 23, 2002, prior to Game Four of the MLB World Series. The 30-minute on-field ceremony was nationally televised on FOX-TV and included Ray Liotta, Andy Garcia, and Billy Crystal as celebrity emcees for the event. The ceremony centered on honoring each of the 10 top Memorable Moments; several of the honored legends were in attendance to participate in the on-field ceremony.

Consumer Balloting:

As discussed above, the “Memorable Moments” fan balloting campaign launched at the 2002 All-Star Game on July 9, 2002, and ran through October 7, 2002. Fans were encouraged to vote for their favorite baseball moments through an aggressive online and offline marketing campaign. Fans from all over the world were able to vote through many different means. Consumers received ballots (available in several languages) at participating MasterCard merchant locations and member banks, and through a variety of national magazines. In addition, fans could vote in all 30 MLB ballparks or online at www.mlb.com. A total of 21,673,500 “paper” ballots were distributed. A total of 2,368,209 votes were tallied, including 1,581,493 online votes (Appendix B provides a breakdown of balloting across the various distribution channels).

Public Relations:

The Marketing Communications Team, consisting of members of Global Communications (MasterCard’s PR staff) and its agency, Alan Taylor Communications, helped build awareness for the MasterCard brand, as well as for the Memorable Moments program. MasterCard retained the services of several key baseball personalities to appear on various nationally
broadcasted interviews. Barry Bonds, 2001 National League MVP, conducted interviews on CBS’s *The Early Show* and *EXTRA*, where he spoke of the “Memorable Moments” program. Ozzie Smith, a 2002 Hall of Fame Inductee, appeared on numerous national and local broadcast interviews, where he generated hype and anticipation around the program’s on-field promotion unveiling ceremony at the 2002 All-Star Game and to establish MasterCard’s leadership role in the program. Carlton Fisk, another Hall of Famer, conducted a satellite media tour to help communicate the program’s key marketing message – “Use your MasterCard® card and you can win a trip for you and nine friends to witness the unveiling of baseball’s most memorable moments at the 2002 World Series.”

MasterCard and MLB also held a press conference on the morning of the program launch (July 9th), which attracted over 200 local and national media members as well as many of the players who had a role in the 30 memorable moments listed on the ballot.

After the announcement of the program, MasterCard conducted a three-month proactive public relations outreach program with the goal of keeping consumers interested in the program. For instance, there were spokesperson media tours throughout the promotion period and leading up to the World Series. Baseball great Reggie Jackson, for instance, conducted a New York City media tour and made appearances on NBC’s *Today Show* and *Access Hollywood*; he also appeared on a satellite media tour with 15 broadcast outlets nationwide, including ESPN’s *SportsCenter*. In addition to Jackson, Luis Gonzalez, of the Arizona Diamondbacks, also conducted broadcasted interviews to hype the unveiling of the top 10 Memorable Moments.

After the unveiling event, Cal Ripken, Jr., whose record-breaking 2,131 consecutive game played was voted the number one “Memorable Moment,” appeared on CNN’s *Headline News* and a MasterCard-coordinated Associated Press interview that appeared in newspapers nationwide.

**Brand Advertising:**

To support the “Memorable Moments” program, MasterCard’s North America Brand Building Team developed an extensive advertising campaign that included TV, magazine, newspaper, online, and ballot advertising. Advertising was available in both English and Spanish and was provided to members and merchant banks in a very flexible format, which was imperative for consistency in message delivery among all communication channels. The main focus of the advertising campaign focused on the celebration of the most memorable moments in baseball history. The end of the ad highlighted the usage sweepstakes. Most importantly, the advertising built upon and reinforced the “Priceless” campaign with the tagline: “Our Pastime: Priceless.”

**Member Bank:**

In an attempt to garner a high level of member bank participation, and to provide turnkey and customizable solutions to these banks, MasterCard provided its member banks with the following:

- Promotional flyers (in both English and Spanish) for insertion in billing statement mailings;
- Suggested promotional copy for use in bank newsletters;
- Promotional kits including employee buttons, window static clings, tent cards, take-one displays, poster art, and an official rules sheet;
- Art on CDs for ease of use and material reproduction;
- Website co-branding opportunities through a microsite that included a promotion page, banners, and text links, as well as a link to MLB.com for balloting;
- Opportunity for member banks to purchase premium items for distribution to bank customers during and after the promotion (e.g., hats, coffee table books entitled “Memorable Moments,” and DVDs celebrating the program).

**Media:**

The media plan consisted of a full integration between television, print, and online at the national, regional, and local levels. Figure 2, below, details the program’s media plan, which included both mass reach and highly-targeted media vehicles, in addition to lifestyle-related publications such as *Men’s Health* and *Rolling Stone* magazines one might not typically consider for a sports-themed promotion.

MasterCard worked very closely with MLB to ensure consistency of messaging in all of its marketing communications. The overall integrated messaging strategy ensured that from a media perspective, the whole was greater than the sum of its parts, while also enabling MasterCard to communicate to fans wherever they came in contact with the game.

**Hispanic Outreach:**

The “Memorable Moments” program marked the first time that Hispanic advertising was created to support a MasterCard promotion. This campaign included television, print, and online advertising. The television ad was aired in Spanish programming, including ESPN Deportes, as well as during the All-Star Game and at several ballparks. A print advertisement ran in the spe-
cial All-Star edition of MLB en Español magazine. The advertisement was also posted on Spanish websites, and included text links that sent consumers to the “Memorable Moments” section of www.mastercardespanol.com. There were also specific versions of the campaign created for the Dominican Republic and Puerto Rico.

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Merchant/Acquirer:

National and regional leaders in multiple merchant channels embraced the campaign. Merchant participation was diverse and succeeded in creating awareness of the “Memorable Moments” campaign, as well as changing consumer behavior at the point of sale. Merchants supported the program by placing the MasterCard-provided customized take-one displays on countertops and having free-standing ballot stations near areas of customer traffic flow. Additionally, many participating merchants placed a link on their respective websites to MLB.com. Some also sent mailers and inserts in their customers’ billing statements. BJ’s Wholesale, for example, supported the program with a full complement of integrated media, including in-store video loops of the 30 memorable moments, shelf magnets, banners, and stanchion signs. They also drove consumer traffic with radio ads and a full-page ad in BJ’s Journal print circular. Pizza Hut featured the program in its stores with register decals, table tents, employee buttons, placemats featuring the memorable moments in a trivia format, and on www.pizzahut.com. American Airlines used their website (www.aa.com) for a custom sweepstakes overlay, created airport signage to promote the program, displayed counter cards with ballots in its Admirals Clubs, and inserted the ballot in its American Way magazine.

Internet:

The “Memorable Moments” program was marketed on various websites including MasterCard.com, MLB.com, and on merchant/member bank co-branded websites. MasterCard developed and hosted all of the co-branded websites, and featured the promotion on its website (www.mastercard.com) from July 9 through September 20, 2002.

MLB, through Major League Baseball Advanced Media (MLBAM), was responsible for developing, designing, managing, and hosting the content section for www.mlb.com. This site described the 30 “Memorable Moments” and linked to other components of the campaign. In addition, MLBAM managed and hosted the online balloting program (in English, Spanish, and Japanese), as well as streaming audio and/or video highlights for each of the 30 selected moments.

Global Regions:

Although MasterCard focused much of their marketing initiatives at their U.S. consumer base, they did create an international component. The Dominican Republic, Venezuela, Mexico, and Taiwan all participated, with each country’s member banks and/or merchants having a unique program. In general, each country held sweepstakes for MasterCard cardholders, offering cardholders the chance to also win a trip for two to Game Four of the World Series for the “Memorable Moments” unveiling. There were also a variety of second-tier prizes available, and each country offered varying levels of support including newspaper advertisements, counter displays, posters, television and radio ads and press releases, co-branded cards, and website support.

After developing and implementing both the “All-Century Team” and “Memorable Moments” programs, MasterCard found that the best strategy for developing an integrated marketing program is to start early, involve all areas within a marketing program, and ensure that the message delivery is consistent through each communication channel. The main differences between the 1999 and 2002 programs dealt with preparation time, program development, and message delivery. Shown below are specific differences between the Memorable Moments and All-Century Team programs.

<table>
<thead>
<tr>
<th>Preparation Time</th>
<th>Memorable Moments (2002)</th>
<th>Approximately 3 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>Usage of Program Integration Framework (Development)</td>
<td>Used all segments of Program Integration Framework Model</td>
<td>No</td>
</tr>
<tr>
<td>Consistent Message in all Communications Channels?</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

The overall program objective was to drive awareness and brand preference to ultimately increase MasterCard card usage. Within this primary objective were a series of supporting objectives: 1) to drive national consumer awareness of MasterCard and its sponsorship of “Memorable Moments” through an integrated marketing plan; 2) leverage the emotion associated with MLB to connect with MasterCard cardholders; 3) expand relationships with MasterCard key merchants and member partners; and 4) increase positive perception and relevance of the MasterCard brand through
“Priceless” advertising. These objectives were supported by a variety of promotion components, as indicated in Table 1 above.

Given the wide range of objectives addressed by the “Memorable Moments” promotion, Bob Cramer was faced with two critical questions. First, what metrics should he use to measure each of the various components of “Memorable Moments” program, particularly against the stated objectives? Second, would these metrics provide a fair and accurate indication of the overall success of MasterCard’s integrated campaign?

Note: The authors wish to recognize the research assistance of Danielle MacLean (University of Massachusetts Amherst, M.S. 2003).

Table 1
Promotion Components and Objectives

<table>
<thead>
<tr>
<th>Component</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Event Marketing</td>
<td>Utilize MLB Jewel Events as a promotional platform to launch and culminate the “MM” program.&lt;br&gt;Maximize promotion involvement through balloting participation</td>
</tr>
<tr>
<td>Promotions</td>
<td>Use “MM” platform to drive cardholder preference and usage through member/merchant channels</td>
</tr>
<tr>
<td>Public Relations</td>
<td>Build national consumer awareness of MC’s baseball promotion&lt;br&gt;Deliver card usage message across communication channels&lt;br&gt;Increasing positive reception and relevance of the MC brand among baseball fans</td>
</tr>
<tr>
<td>Brand Advertising</td>
<td>Generate awareness of MasterCard-Major League Baseball partnership and the “Memorable Moments” promotion&lt;br&gt;Promote the card usage sweepstakes</td>
</tr>
<tr>
<td>Media</td>
<td>Effectively and efficiently deliver against the brand awareness communication message through multiple media outlets&lt;br&gt;Create immediate impact and broad reach&lt;br&gt;Create additional emphasis to baseball fans</td>
</tr>
<tr>
<td>Internet</td>
<td>Generate consumer awareness for MC brand and “Memorable Moments” promotion at multiple websites&lt;br&gt;Promote “Memorable Moments” as a card usage program on mastercard.com</td>
</tr>
</tbody>
</table>

NOTE TO INSTRUCTORS: If you would like to access the on-line teaching notes associated with this case, please email icpe@mail.wvu.edu to request access.
Appendix A

Program Calendar

Appendix B

<table>
<thead>
<tr>
<th>Location</th>
<th>Quantity Distributed</th>
<th>Quantity Returned</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Way Magazine</td>
<td>761,000</td>
<td>23,410</td>
</tr>
<tr>
<td>Best Western Hotels</td>
<td>1,110,000</td>
<td>1,728</td>
</tr>
<tr>
<td>BJ’s Wholesale Club</td>
<td>207,000</td>
<td>280</td>
</tr>
<tr>
<td>In-Stadium - English</td>
<td>11,997,000</td>
<td>629,867</td>
</tr>
<tr>
<td>In-Stadium - Spanish</td>
<td>812,500</td>
<td>45,427</td>
</tr>
<tr>
<td>In-Stadium - French</td>
<td>350,000</td>
<td>1,013</td>
</tr>
<tr>
<td>MLB.com</td>
<td>N/A</td>
<td>378,481</td>
</tr>
<tr>
<td>Rolling Stone</td>
<td>1,600,000</td>
<td>17,893</td>
</tr>
<tr>
<td>Sports Authority and</td>
<td>1,036,000</td>
<td>471</td>
</tr>
<tr>
<td>Field of Dreams</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sports Illustrated</td>
<td>3,800,000</td>
<td>66,627</td>
</tr>
<tr>
<td>Total</td>
<td>21,673,500</td>
<td>1,165,197</td>
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References


1 MasterCard runs a series of large and small promotions throughout the year, based on consumer spending habits. However, its two largest promotional periods are Christmas holiday and summer. These larger promotions have the support of the entire marketing department and are allocated the most resources for a fully integrated program. In 2002, the “summer” promotion was the “MasterCard presents Major League Baseball® Memorable Moments” campaign.